

Statement of Work
Organization Development Consulting & Coaching Services

GENERAL INFORMATION:

Many government agencies, including NASA, are continuing to experience restructuring, budget cuts, new missions, and numerous other changes. In light of these times of change, the Agency has an increased need for Organization Development (OD) and Coaching services.

OD can be defined as “a planned, organization-wide effort that is managed from the top to increase organizational effectiveness and health through planned interventions using behavioral science knowledge.” Coaching is an intensive one-on-one professional relationship that is structured toward accelerating the development and effectiveness of employees and teams.

Often initiatives worked across the Agency are done in a vacuum without cross communication to other Centers. The plan for changing and developing leaders and organizations should be an integrated one. There needs to be an ability to tie the change and development activities across the Agency together. One way this can be accomplished is by allowing the Office of Human Capital Management (OHCM) at NASA to serve as the “caretakers” of the Agency’s change initiatives, which will ensure integration occurs and a big picture perspective is maintained. The services provided shall be conducted agency-wide, across all NASA centers. All NASA centers may issue task orders under this Indefinite Delivery/Indefinite Quantity Contract.

OBJECTIVES:

1. The long-term goals for OD and Coaching across the Agency are to improve organizational effectiveness, manage change, and enhance the quality of work life.
2. The contractor shall develop and provide products and services designed to meet the needs of Agency leaders and organizations under the direction of the Office of Human Capital Management at the Agency level, Center level, or both. Such support shall require a contract team with adaptable and significant expertise in organization theory, diagnosis, and behavior; leadership; coaching; and high performance mentoring.
3. The contractor shall establish a partnering relationship with internal OD professionals and coaches across the Agency.

4. Tasks may be completed at or near any of the following NASA Centers:

- a. Ames Research Center, located in Mountain View, CA
- b. Dryden Flight Research Center, located in Edwards, CA
- c. Glenn Research Center, located in Cleveland, OH
- d. Goddard Space Flight Center, located in Greenbelt, MD
- e. NASA Headquarters, located in Washington, DC
- f. Johnson Space Center, located in Houston, TX
- g. Kennedy Space Center, located in Cape Canaveral, FL
- h. Langley Research Center, located in Hampton, VA
- i. Marshall Space Flight Center, located in Huntsville, AL
- j. Stennis Space Center and the NASA Shared Services Center, located in Bay St. Louis, MS
- k. Other, smaller, installations are Wallops Flight Facility, located in Wallops Island, VA; White Sands Test Facility, located in White Sands, NM; and Independent Verification & Validation Facility, located in Fairmont, WV.

SCOPE OF WORK:

In performance of this contract, the contractor shall be tasked to perform the following services:

1.0 Organization Development Services

The contractor shall provide consultation and interventions to achieve congruence among organization components such as groups, environment, technology, individuals, and tasks. The contractor shall provide analysis, consultation, and guidance to leadership to determine the changes needed to facilitate a learning environment within the organization.

Tasks may include, but are not limited to the design and implementation of the following organization development activities:

- Assessment of needs
- On and off-site meeting facilitation
- Strategic Planning
- Team Building
- Research on best practices
- Professional development
- Conflict Resolution
- Change management
- Systems thinking
- Innovation and creativity
- Organizational Coaching
- Leadership

- Long-term planning and strategy development
- Design and facilitation of focus groups
- Culture and climate assessment
- Organizational communication
- Organizational design
- Role clarification
- Succession Planning
- Leadership transition

1.1 Facilitation

The contractor shall provide experienced facilitators for meetings, focus groups, workshops, retreats, etc. The facilitation shall provide structure and focus to meetings to enable clients to successfully reach their meeting goals. It shall also provide mechanisms for dealing with group dynamics. The contractor shall provide follow-up facilitation and/or documents to support the actions developed during meetings.

1.2 Team Building

The contractor shall provide process consultation, diagnostic, development, implementation and evaluation support to work teams and organizations. Support shall be tailored to specific team challenges (e.g., new start-up teams, new leadership assimilation, intergroup teambuilding) and focus on team cohesiveness and effectiveness in accomplishing organizational goals. Methodologies may include, but not be limited to, interviews, surveys, web-based tools, diagnostic reports and outcome-driven interventions.

1.3 Strategic Planning and Implementation

The contractor shall provide experienced facilitators to guide organizations in the development of strategic and implementation plans. The contractor shall develop plans that identify the organization's vision, mission, goals, objectives, action plan, and metrics. The Contractor shall identify strengths and weaknesses in relation to mission accomplishment and environmental factors that influence the organization's effectiveness and forecasting their future impact. The contractor shall provide role development interventions to clarify role, expectations, identify obligations of members of a workgroup and resolve conflict associated with role ambiguity.

1.4 Mediation/Conflict Resolution

The contractor shall provide mediation services through a certified mediator to resolve conflicts among individual employees, teams, or organizations across the Agency.

2.0 Coaching

The contractor shall provide a diverse pool of executive/business coaches, preferably International Coaching Federation (ICF) certified. The agency requires business coaching that focuses on aligning individual and organizational goals to optimize mission results. Services shall include but are not limited to:

Executive Coaching. The contractor shall conduct leadership coaching sessions and provide coaching, feedback and/or strategy discussions to Agency personnel by phone, on-line and/or in person to help participant(s) identify critical success factors, identify strengths and weaknesses, and develop personal action plans.

Team Coaching. The contractor shall provide coaching sessions, support, and feedback/strategy discussions to Agency teams by phone, on-line, and/or in person to identify critical success factors, identify strengths and weaknesses, and develop performance action plans.

All coaching services shall be in alignment with the Agency Coaching Strategy which can be found at <http://nasapeople.nasa.gov/Training/coachmentor/default.htm>

The contractor shall maintain a diverse pool of qualified business coaches who have demonstrated coaching effectiveness and experience with all levels of leaders either in the Federal Government or private sector and who have a depth of self-knowledge, maturity, empathy, and objectivity that enables them to create the kind of open, trusting, and respectful relationship that is necessary for a client to risk the self-examination, disclosure, and experimentation with new behaviors that are necessary for true change. Coaches should have the ability to create awareness, ask powerful questions, and inspire clients to move to action.

3.0 Surveys/Assessments/Feedback Reports

The contractor shall conduct and debrief various assessment instruments and feedback reports within OD and Coaching activities. Tasks associated with this area include, but are not limited to, access and launch of instruments, facilitation of small and large group discussions around the instrument(s) and feedback reports, development and facilitation of training sessions to training and development professionals at NASA.

Tasks shall include but are not limited to; the administration, printing, and distribution of survey questionnaires; collection, scoring and analysis of questionnaires; preparation of written reports for individual managers with score comparisons against NASA norms; explanation of the significance of survey results to groups and individuals; coaching individuals with respect to the results of the survey questionnaires and other instruments; providing access to assessment

instruments; and creating, updating and/or maintaining a database of NASA norms for survey questionnaires.

Potential instruments include, but are not limited to, the Denison Culture Survey and the NASA 540.

4.0 Research and Benchmarking

The contractor shall design, develop, and conduct research to determine best practices in the area of organization development and coaching both in the public and private sector. Activities shall include, but are not limited to: white papers, presentations, and interviews of a variety of groups and organizations both internal and external to NASA.

5.0 Tools and Resources

The contractor shall design, create, and deliver tools and resources for specific OD and Coaching activities including, but not limited to: job aids, facilitator guides, activity notebooks, online content, applications, agreement forms, strategy documents, tracking sheets, supporting materials and documentation. Activities shall also include compiling, writing, editing, and obtaining reprint authority, etc. for any materials.

6.0 Evaluation/Validation Activities

The Contractor shall evaluate consulting engagements and activities for continuous improvement through coordination of vendor research, surveys, experience, and data as well as qualitative and quantitative evaluation data provided by NASA. Evaluation activities shall include data compiled from a variety of sources including but not limited to: NASA evaluation system; feedback from participants, supervisors, facilitators/vendors, program managers, senior leaders; surveys, research and data from external sources, etc.

The Contractor shall engage in large scale activities and discussions with a variety of vendors working on OD and Coaching activities. Tasks shall include, but are not limited to engagement in knowledge sharing activities with NASA and other contractors. The Contractor shall design, develop, produce, and distribute quarterly reports that provide information on trends, lessons learned, best practices, etc. among programs, consulting/coaching engagements, and other activities.

7.0 Confidentiality

Confidentiality is a very important aspect of OD and Coaching activities. The contractor shall abide by NASA's Sharing of Information documentation and consulting ethics principles. This can be found in the NASA Coaching Agreement Form,

<http://nasapeople.nasa.gov/Training/coachmentor/default.htm>

8.0 Engagement and Activity Tracking

The contractor shall provide a means to communicate and track all OD and Coaching engagements and/or activities. Data that shall be readily available includes, but is not limited to:

- Coach bios
- Specific information about each engagement Description/Record of multiple communities and a variety activities within each community
- Distribution of record-keeping to coaches
- A real-time view of the status of any engagement or intervention
- Dissemination of important information to coaches and OD professionals
- Searching capability to identify coaches and OD professionals that meet specific criteria
- Email reminders and notifications to coaches and OD professionals of important events and requirements
- Notices and alerts to coaching program managers with updates and possible “red flags”
- Extensive flexibility and options to customize coaching and OD practice structure—coach/OD sources, coaching/OD types, regions, lines of business, etc.—using Networks, Cadres, and Programs
- Customized, filtered reports for coaching and OD activities.

The contractor shall provide training to various NASA employees and professionals about this data, the method of delivering the data, report, and any other pertinent information. All data is the property of NASA.

9.0 Administration & Contract/Task Tracking

The contractor shall provide timely and accurate administrative and tracking support of all task orders issued under this contract. Appropriate administrative support includes, but is not limited to: the ability to track and manage all work associated with a specific task order; communicate and respond to a variety of people including staff of Workforce Management and Development Division (WMDD), center employees, senior leaders, etc; act as a liaison between NASA and other vendors procured to achieve task order requirements.

Submission of timely invoices with a detailed breakdown of all costs associated with a task order is required. Breakdown includes, but is not limited to: billable hours, travel, assessments/materials, speaker costs, other than direct costs (ODCs).

Responsive administrative support is critical to this contract. Contractors shall have an individual assigned as a point-of-contact for NASA for any and all tasks associated with this contract. The point of contact will be dedicated to assist with the program management of both the Agency-wide Coaching Program and the Agency-wide OD effort. The Specialist will serve as an interface between the contractor and various audiences including, but not limited to, Agency Program Manager, Center points of contact (e.g., Coaching Program Managers, OD Leads, Center Training Coordinators), potential and active clients, and contractors affiliated with either task or activity.

10.0 Reports

The contractor is required to provide annual reports to NASA no later than October 31st of each year. One (1) electronic report should be sent to the Office of Human Capital Management, contract COTR. Reports should include and are not limited to:

- number of coaching engagements
- number of OD engagements
- Hours per engagement and/or activity
- Engagements and activities delineated by:
 - Center
 - Level/Type of employee
 - Strategy area based on NASA Coaching Program Strategy
- Time to complete engagements and activities
- Activity levels based on coach and/or OD professional
- Year by year trends in each of these areas

Additions/deletions to this list may be identified at the task order level.

11.0 MINIMUM POSITION QUALIFICATIONS/REQUIREMENTS:

The contractor shall maintain a diverse pool of qualified business Coaches and OD professionals who have demonstrated coaching and OD effectiveness and experience with all levels of leaders, teams, and organizations. Diversity of culture, gender and experience is critical to this contract. The Government shall have the right to request OD professionals, coaches, mediators, etc within 2 hours of each NASA center or NASA installation; availability of professionals within each geographic area below is critical to the success and affordability of this contract. Although some engagements and activities may choose to work with professionals outside of their geographic region, this option must be made readily available.

Center	Location
Ames Research Center	Mountain View, CA
Dryden Flight Research Center	Edwards, CA
Glenn Research Center	Cleveland, OH
Goddard Space Flight Center	Greenbelt, MD
NASA Headquarters	Washington, DC
Johnson Space Center	Houston, TX
Kennedy Space Center	Cape Canaveral, FL
Langley Research Center	Hampton, VA
Marshall Space Flight Center	Huntsville, AL
Stennis Space Center	Bay St. Louis, MS
NASA Shared Services Center	Bay St. Louis, MS

Other, smaller, installations are located at Wallops Island, VA (Wallops Flight Facility), White Sands, NM (White Sands Test Facility), and Fairmont, WV (Independent Verification & Validation Facility).

This section describes the duties and minimum mandatory education and experience requirements for key position categories. Additional labor categories shall be proposed by the contractor and are expected to be in alignment with the proposed services.

1. Senior OD Professional

A. Specific Duties

Senior Professional(s) shall be responsible for designing, developing, implementing, managing, and evaluating a wide range of Organization Development, Succession Management, and Change Management activities at NASA intended to address individual and organizational change to improve mission performance. The incumbent consults with Agency management and employees at all levels to ascertain and meet Human Capital requirements. This work shall be accomplished in collaboration with the Agency's Workforce Management and Development staff, internal NASA professionals, and/or other contractors. Ability to collaborate with a variety of colleagues and to deliver OD services in a variety of settings in critical.

B. Minimum Education

PhD or EdD with a concentration in social, industrial, or organizational psychology, human resource development, or other area of education related to human and organizational learning.

As an alternate, MA or MS with a concentration in the social sciences along with ten (10) years of experience is acceptable.

C. Minimum Experience

Seven (7) years of experience in the design and implementation of OD activities, as well as use of experiential designs and instrumented feedback.

2. OD Professional

A. Specific Duties

Professionals shall provide OD consulting services addressing complex human resource problems (e.g. team building, strategic planning, conflict management, and change management) for senior-level managers and below. The Professional shall develop intervention strategies that are appropriate to the client's needs and are supported by ethical standards. Professionals shall use professional consulting skills, analysis and creative problem-solving skills.

B. Minimum Education

MA or MS with a concentration in social, industrial, or organizational psychology, human resource development, or other area of education related to human and organizational learning.

C. Minimum Experience

Five (5) years of experience in the design and implementation of OD activities.

3. Executive Coach

A. Specific Duties

Executive coaches shall provide one-on-one and/or team coaching services designed to enable personal transformation, support successful career role transition, facilitate the development of Senior Executive Service (SES), Senior Technical (ST), and Senior Leader (SL) for the organization, and/or address a specific problem area or challenge. Coaches will be expected to work within the scope of the Agency's coaching strategy.

B. Minimum Education

MA or MS in the social sciences or other area of education related to human behavior and adult learning and development.

As an alternate, BA or BS with a concentration in the social sciences along with ten (15) years of experience is acceptable.

Certification from the International Coaching Federation (ICF) preferred.

C. Minimum Experience

Ten (10) years of extensive coaching experience in the specific skill area being addressed through the coaching and experience coaching leaders at the same professional level as the individual being coached. Coaches should also be familiar with the Federal Government business environment and the unique challenges of public sector leadership.

4. Executive Coach (C Suite)

D. Specific Duties

Executive coaches working at the C Suite level shall provide one-on-one and/or team coaching services designed to enable organizational and personal transformation; support successful transitions, facilitate strategic level coaching initiatives for the organization, and/or address a specific problem areas and challenges among the most senior SES, ST, and SL leaders within the Agency such as, but not limited to, the Administrator of NASA, Deputy Administrator of NASA, Center Directors, etc. Coaches will be expected to work within the scope of the Agency's coaching strategy.

E. Minimum Education

MA or MS in the social sciences or other area of education related to human behavior and adult learning and development.

As an alternate, BA or BS with a concentration in the social sciences along with ten (15) years of experience is acceptable.

Certification from the International Coaching Federation (ICF) preferred.

F. Minimum Experience

Fifteen (15) years of extensive coaching experience in working within complex organizations and at the very top levels of the organization is required. Additionally, the specific area being addressed through the coaching and experience coaching leaders at the same professional level as the individual being coached. Coaches should also be familiar with the Federal Government business environment and the unique challenges of public sector leadership.

5. Non-Executive/Leadership Coach

G. Specific Duties

Non –Executive/Leadership coaches shall provide one-on-one and/or team coaching services designed to enable personal transformation, support successful career role transition, facilitate the development of future leaders for the organization, and/or address a specific problem area or challenge at the GS 9 – GS 15 levels. Coaches will be expected to work within the scope of the Agency's coaching strategy.

H. Minimum Education

MA or MS in the social sciences or other area of education related to human behavior and adult learning and development.

As an alternate, BA or BS with a concentration in the social sciences along with ten (10) years of experience is acceptable.

Certification from the International Coaching Federation (ICF) preferred.

I. Minimum Experience

Five (5) years of extensive coaching experience in the specific skill area being addressed through the coaching and experience coaching leaders at the same professional level as the individual being coached. Coaches should also be familiar with the Federal Government business environment and the unique challenges of public sector leadership.

6. Mediator

A. Specific Duties

A certified mediator shall provide services designed to resolve conflicts among individual employees, teams, or organizations across the Agency.

B. Minimum Education

MA or MS in the social sciences or other area of education related to human behavior and adult learning and development.

As an alternate, BA or BS with a concentration in the social sciences along with ten (10) years of experience is acceptable.

Certification from a Nationally Accredited School for Advanced Conflict Resolution.

C. Minimum Experience

Five (5) years of extensive mediation experience. Mediators should also be familiar with the Federal Government business environment and the unique challenges of public sector leadership.